

# Exhibit A: Scope of Work

Our work plan is efficient, comprehensive, and tailored to Woodland’s needs. The task-by-task descriptions that follow present our proposed approach to data collection, analysis, policy formulation, and preparation of the documents, and incorporate all of the work items in the RFP. Community participation is incorporated in each task. Initials in parentheses following the sub-section heading identify the lead firm for each sub-task:

- D&B: Dyett & Bhatia, Urban and Regional Planners
- BAE: BAE Urban Economics, Economists
- AECOM: Environmental planning and housing
- F&P: Fehr and Peers, Transportation Planners (under separate contract to the City)

## Scope of Work

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### TASK 0: DOCUMENT STYLES AND WORKSHOP TOOLKITS

- A. **Document Style Guide and Templates (D&B).** Prior to commencement or layout of the key documents—General Plan, Housing Element, CAP, and EIR—we will prepare templates and graphic styles to ensure a consistent look and feel. These will be provided to staff for review prior to finalization.
- B. **Workshop Toolkits.** The scope of work below includes community workshops at two stages—visioning and alternatives—and an open house following preparation of the Public Review Draft of the General Plan. For the two sets of community workshop, D&B will conduct facilitator training preceding the workshops, where GPSC members and staff, who would also help with small group facilitation, would become familiar with the materials, workshop process, and outcome expectations. Following each set of workshops, a tool-kit consisting of electronic copies of workshop materials (such as handouts, visualization exercises, etc.), PowerPoint presentations, and boards/wall drawings from the workshops will be provided to City staff so that the workshop may be duplicated with small groups by staff and members of the Steering Committee. D&B will also provide a simple form/template so that input received can be consistently recorded.

<i>Meetings</i>	<i>Products</i>
Facilitator training preceding workshops (described) in subsequent tasks)	Draft and final templates/style sheets for General Plan, Housing Element, CAP, and EIR

**TASK 1: PROJECT INITIATION**

- A. **Kick-off meeting with City Staff (D&B; Team).** The consultants will meet with members of the City Planning Department staff for initial introduction and organizational meeting and review milestones and outreach activities. The kickoff meeting will be followed by a site tour. The City will also provide the consultant team with documents (hard copy and electronic copy); for datasets such as GIS, D&B will establish an FTP folder on its server for City to staff to upload files.
- B. **Detailed Public Participation Program (D&B).** A detailed public participation program will be developed with City staff, using the components identified in Section 1.2 of this proposal. This program will include the components and timing/potential meeting or activity dates.
- C. **Kickoff Meeting with the General Plan Steering Committee (D&B; Team).** Staff and consultants will meet with the GPSC to 1) introduce them to the Plan process; and 2) identify initial priorities, issues, and controversies.
- D. **Project Website Material (D&B).** We will help the City to design a project webpage as part of the City’s website. The Work Program, Public Participation Program, upcoming participation opportunities, and other material will be provided to staff to announce on the City’s project website. The website will incorporate a comment box feature to enable community members to send in their comments and ideas, as well as quick poll feature at selected stages.

<i>Meetings</i>	<i>Products</i>
Kickoff with Staff GPSC #1	Final Public Participation Program Website Materials

**TASK 2: ISSUES ASSESSMENT & OUTREACH**

- A. **Stakeholders Interviews (D&B).** Representatives of public agencies, community members, business leaders, developers, environmental advocates, City Council, and other stakeholders will be interviewed to identify their issues of concern and get feedback about specific issues identified. Our budget provides for 14 such meetings (with one to three participants at each meeting) over a two-day period. D&B will provide staff an example draft invitation for the meetings, which staff can edit and adapt and forward to stakeholders. A report summarizing stakeholder findings will be provided.
- B. **Kick-off workshop with City Council and the Planning Commission (D&B; Team).** Staff and consultants will meet with members of the City Council and the Planning Commission (preferably in a joint workshop) to discuss their ideas, aspirations, and priorities relating to economic development, land use, and other priorities for the project.
- C. **Community-wide Survey (D&B).** To ensure broad-based community input, we will conduct a mail-in survey sent to all households in the city. The survey will be postage pre-

paid for easy return. D&B will also be responsible for printing, postage, and mailing of the survey, with mailing list and return postage permit to be provided by the City (if the City were to do the printing and mailing, D&B costs can be reduced by \$8,500). D&B will get hard copies (or PDFs) of the completed surveys from the City, and will be responsible for coding and analysis. The survey will be bilingual (English and Spanish).

- D. **Community Workshops #1 and #2 (D&B; Team).** Two engaging, interactive workshops will be held to further assist the team in “scoping” issues and understanding community perspectives specific to economic development, land use planning, and mobility. The formats for the two workshops will be similar, but one workshop will be held on a weekday evening and the second on a weekend morning to enable broad participation. The meetings will be designed as community events, to facilitate the participation of a wide diversity of residents, business people, and other key stakeholders. A report will summarize the workshop results.
- E. **GPSC Meeting #2 (D&B).** Survey and workshop results will be discussed to help focus the opportunities, challenges, and issues that will be explored in the technical analysis during Task 3.

<i>Meetings</i>	<i>Products</i>
Stakeholder (16) Planning Commission/City Council #1 Community Workshops #1 and #2 GPSC #2	Stakeholder Meetings Report Community Survey and Report Community Workshops Report

**TASK 3: OPPORTUNITIES AND CHALLENGES**

- A. **Economic Background Report (BAE).** BAE will prepare an Economic Background Report. This will include the following:

Economic and demographic background – compile and analyze basic data on local economic and demographic conditions and trends

Fiscal background – compile and analyze City budget data concerning City revenues and public service expenditures

Growth projections – present and discuss the most recent residential and employment growth projects for Woodland, produced by SACOG.

Market opportunities during General Plan horizon – BAE will synthesize information from above, to identify the type and magnitude of market opportunities for Woodland over the course of the General Plan time horizon and to identify opportunities to improve local fiscal and economic sustainability.

- B. **Tribal Outreach (AECOM).** Pursuant to SB 2, we will provide support for the City’s notification of the Native American Heritage Commission of the planning process and assist the City in contacting tribes active in the planning area. The D&B team-members will be available for participation in up to two meeting with tribal representatives.

C. **Opportunities, Challenges, Issues, and Options Report (D&B).** Existing conditions, trends, and opportunities will be analyzed to identify planning implications. Topics will include:

Land Use and Development Potential (D&B). Identify land use pattern and trends; recent development activity; vacant and underutilized land.

Environmental Resources and Constraints (D&B, AECOM). Prepare maps depicting resources and constraints pertaining to a variety of factors, including biological resources, geology and seismicity, flooding, and hazardous materials.

Circulation (F&P). D&B will coordinate with Fehr & Peers to analyze and describe the existing operating conditions for all modes.

Issues and Options (D&B). The above information will be synthesized in maps (for example, vacant and underutilized sites overlaid with environmental and other constraints), followed by a series of key policy issues and options that will be addressed in the subsequent tasks.

**D. GPSC Meeting #3 and Planning Commission/City Council Meeting #2 (D&B; Team).**

GPSC (one meeting) and Decision-Makers (one joint meeting) will weigh in on the results of the issues and options analysis and provide direction for land use alternatives.

**D-E. Updated Opportunities, Challenges, Issues and Options Report (D&B).**

Additional comments by City Council members and others following the City Council study session that have been provided to staff will be incorporated in the final updated report.

<i>Meetings</i>	<i>Products</i>
GPSC #3 Joint Planning Commission/City Council #2 Tribal Consultation Meetings (up to two)	Economic Background Report Opportunities, Challenges, Issues & Options Report

**TASK 4: DEVELOPMENT STRATEGY**

**A. Preliminary Development Strategy Alternative Plans(D&B).** D&B will prepare three land use alternatives a preliminary development strategy in coordination with City staff for community and decision-maker discussion and input. The strategy ~~The alternatives~~ will reflect findings from the issues, opportunities, and constraints determined in Task 3; incorporate feedback from community members and decision makers; meet the regional housing needs assessment target; and offer real choices present a realistic path for future growth and development. It will include three components:

A phasing diagram, showing growth sequencing;

A future land use map, with potential variations or alternatives for key areas (such as key corridors, Master Plan Remainder Area, eastern area);

Logical combinations (potentially three) of phasing and land uses based on “triggers” or growth milestones, to enable testing of potential strategy outcomes.

~~B.~~ **Property Owner Meetings (Staff).** City staff will meet with property owners whose land would be most affected by the development strategy—primarily owners of large undeveloped parcels in growth areas. Meetings may be with individuals or small groups. While these meetings do not guarantee that all property owners’ desires will be reflected on the final map, feedback from property owners will help to refine the preliminary plan by identifying particular interests and/or “deal breakers” for further consideration.

~~E.C.~~ **GPSC Meeting #3 (D&B).** We will present the preliminary development strategy (including phasing diagram, and key land use options) to the GPSC, and share the results of meetings with property owners. GPSC members will discuss options and refine the plan further.

~~D.~~ **Revised Draft Development Strategy (D&B).** D&B will synthesize the input from the first round of meetings (subtasks B and C) and prepare a Revised Draft Preferred Plan for testing (see subtask F).

~~F.E.~~ **Fiscal Model Development (BAE).** BAE will prepare a summary level Fiscal Impact Model for the City of Woodland that will help the City maintain its long-term fiscal health during the planning horizon of the Updated General Plan. The fiscal model will show the revenue-cost relationship both of existing development and of the anticipated future development under three different land use scenarios.

In addition, the fiscal model will estimate the impact of service level changes proposed in the General Plan Update. The fiscal model will analyze the City’s fiscal position at the end of the General Plan planning horizon. The fiscal analysis study will provide specific analysis regarding:

Revenue generating land uses including evaluating freeway oriented development potential.

Service level policy options.

Issues related to the long-term infrastructure maintenance needs.

Sensitivity analysis for the effects of key modeling assumptions (e.g., land use values, absorption potential of different land uses, changes in service levels such as changes from current service levels to those targeted in Appendix D of the current General Plan, etc.) on the projected fiscal outcomes. A fiscal impact report and presentation materials will be included in the public presentation process to assist policy makers, staff, and the public in determining which development alternatives and service delivery policies are most effective in preserving the fiscal health of the City.

~~F.~~ **Alternatives Evaluation Testing of Development Strategy (Team).** We will test the physical, transportation, fiscal, and infrastructure impacts of development strategies (phasing associated with buildout or intensification of major areas of the city — e.g. Downtown and infill, Master Plan Remainder Area, eastern 900 acres, etc.). Rather than being a tool used to make “either/or” decisions between discrete options, this analysis will help the community and decision-makers understand the implications of growth, as well as directly inform policy formulation.

~~Quantify alternatives’ impacts. Relative merits and disadvantages of the alternatives will be assessed. Topics~~ Major growth and intensification areas will be tested will include along the following metrics:

Land Use, Population, and Employment (D&B):

- ~~Comparative impacts in terms of population and households;~~
- Housing type mix
- Employment mix
- ~~Jobs/housing balance, and other factors of concern will be prepared in narrative and tabular form.~~

Economics and Fiscal Implications (BAE). See 4-BD.

- Revenue generation
- General Fund's ability to meet desired service levels

~~Transportation (F&P). D&B will work with Fehr & Peers to provide transportation assessments of the alternatives (see Assumptions section).~~

- Vehicle volumes and V/C ratio on existing roadways (same segments and intersections as identified in F&P's contract scope of work)
- ~~Need for additional roadways/key improvements~~
- Trip generation, VMT, and VMT per capita

Wet Utility Infrastructure – water, sewer conveyance, wastewater treatment plant, stormwater (Staff, or additional subconsultant (proposal forthcoming)).

- Impact of development on capacity of existing systems
- Major new infrastructure needed to support new development
- Planning-level cost estimations

- G. **Prepare Final Alternative Plans Report Results of Development Strategy Testing (D&B).** The report will synthesize the results of testing in the different issue areas and present depict the revised land use alternatives and findings from the evaluation analysis for presentation to the public.

<i>Meetings</i>	<i>Products</i>
N/A	Alternatives Report Fiscal Model and output

**TASK 5: PREFERRED PLAN & KEY GOALS**

- H. **Citywide Workshops #3 and #4 on Development Strategy (D&B; Team Staff).** D&B will lead two one citywide community workshop on a s—weekday evening and weekend

~~morning—to explain and discuss and compare the alternative plans the Draft Development Strategy and the results of the testing. Community members will be asked to provide their feedback on the plan overall, policy choices, and remaining land use decisions, and review ideas related to economic development, transportation/complete streets, commercial development and housing. This format will also allow the GPSC to gauge public reaction before decisions are made. D&B will also prepare a “workshop toolkit” (see Task 0) that City staff may use to conduct subsequent workshops for smaller groups or neighborhoods. Results from the workshops will be summarized in a short report.~~

- I. ~~Development Strategy Refinement with GPSC (GPSC Meeting #4 and #5) (D&B). A Preferred Land Use Plan and key goals for the Land Use and Economic Development elements will be developed over two meetings with the GPSC. Shortly following the community workshop, the GPSC will meet again to process the feedback from the community and make recommendations to the decision-makers.~~
- J. ~~City Council/Planning Commission Briefing on Alternatives Working Session on Preferred Development Strategy (D&B; Team if needed).~~ Following the GPSC meeting, we will conduct a Study Session with the Planning Commission. The goal will be to resolve any outstanding issues, clarify recommended policy direction with respect to growth phasing, and arrive at a recommendation for City Council.
- J-K. ~~Individual Meetings (Staff).~~ Prior to the City Council meeting on the recommended Development Strategy, City staff will hold individual meetings once more with key property owners and City Council members to brief these stakeholders on the recommended plan, hear their input, and make any final adjustments before the public presentation. Decision-makers will be briefed on the alternatives, their impacts, and community reaction to them, so that they can weigh in or provide specific direction to the GPSC.
- K. ~~Preferred Alternative Selection and Goals Development with GPSC (#4 and #5) (D&B). A Preferred Land Use Plan and key goals for the Land Use and Economic Development elements will be developed over two meetings with the GPSC.~~
- L. ~~Preferred Plan and Key Goals City Council Meeting on Preferred Development Strategy (D&B; Team if needed).~~ D&B will synthesize the results of the GPSC and ongoing analysis into a brief report that contains the draft Preferred Plan and key goals and policies. The recommended Preferred Plan, phasing, and major policy direction will be presented to the City Council for their review, discussion, and approval. D&B will then prepare the final Preferred Plan that will form the basis of the General Plan land use diagram and policy document.
- M-L. ~~Assessment of Existing Specific Plans (D&B).~~ With the Preferred Plan finalized, we will assess the goals, policies, and land uses of Woodland’s various specific plans for consistency with the new preferred citywide land use plan and community vision. Recommended changes to the specific plans will be incorporated as General Plan policies (Task 6).

Meetings	Products
Initial property owners meetings (staff) GPSC #3 and #4 and #5 Community Workshop #3 and #4	Preliminary Development Strategy Fiscal Model and output Testing and results (from individual participants)

<a href="#">Additional community meetings (staff)</a> <a href="#">Final property owners and City Council member meetings (staff)</a> <a href="#">City Council/Planning Commission #3 Working Session</a> <a href="#">City Council meeting</a>	<a href="#">Testing Results Report</a> <a href="#">Revised Draft Development Strategy</a> Community Workshops Summary Report <a href="#">Preferred Plan and Key General Plan Goals</a> <a href="#">Final Development Strategy</a>
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**TASK 5: DRAFT GENERAL PLAN**

- A. **General Plan Outline (D&B).** An outline of the General Plan will be prepared, identifying each element and preliminary list of maps and figures.
- B. **Existing Policy Review (D&B).** The City will provide to D&B digital copy of the current General Plan. D&B will arrange existing policies in a matrix that staff can check to direct whether they should be kept, discarded, or revised. This task is primarily a staff effort, with D&B providing assistance as needed on policy questions, and will be especially critical for existing program-driven elements—such as Historic Preservation—that are not expected to change significantly.

C. **Assessment of Existing Specific Plans (D&B).** With the Preferred Plan finalized, we will assess the goals, policies, and land uses of Woodland’s various specific plans for consistency with the new preferred citywide land use plan and community vision. Recommended changes to the specific plans will be incorporated as General Plan policies.

D. **Administrative Draft General Plan (D&B).** An Administrative Draft General Plan will be prepared for staff review. This will include the elements listed below, and may include other existing elements (e.g. Historic Preservation) carried forward from the previous plan with minor updating as needed. The final list of elements in the plan will be determined in the outline (Task 6-A). An element listed below may be separated into two elements, or two elements combined; such rearrangement will not result in additional scope/budget, provided new scope components are not introduced (e.g. Community Design or Public Health elements).

*Land Use and Development Strategy (D&B).* The Element will include information on land use; density and intensity standards; buildout population and development; areas requiring master planning; infill opportunity sites and revitalization strategies. ~~The City’s existing General Plan land use categories will be evaluated and modified as necessary, potentially to include new mixed-use designations to allow for increased flexibility.~~ The General Plan will be comprehensively updated, including new land use classifications, and policies for infill and expansion areas. This element will address the pace, location, and timing of development, including issues pertaining to the Urban Limit Line (ULL). Growth and development phasing, “triggers” and planning requirements for different phases will be outlined.

*Community Design (D&B).* A separate Community Design Element will be prepared or will be integrated with the Land Use Element. This will explore the core topics of urban design and community character at the citywide, neighborhood/district, and corridor scales. In addition to an assessment of the city’s overall urban form (districts, corridors, landmarks and focal points, and so forth) and recommendations for overall design expectations, areas of focus will preliminarily include:

- The northeast industrial area

- Corridors such as the various distinct segments of Main Street, East Street, and Kentucky Avenue
- Gateways such as from Highway 113 and Interstate 5
- County Fair Mall

Drawings, illustrations, and photographs will be prepared to illustrate concepts. The objective will be to provide general design vision for the city overall and, more specifically, for its distinct areas and corridors, while still providing for adequate flexibility and the development of more detailed design standards as part of zoning and other regulations.

*Economic Development (D&B, with BAE input and review).* The Element will be updated to incorporate findings from the economic and issues and options analysis, including implications of the city's employment mix, commute patterns, and jobs-housing balance, and the City's vision for future economic development including ways to capitalize on the city's history, culture, and arts scene.

*Circulation (F&P).* Fehr & Peers will provide a complete draft of the Circulation Element, including maps and diagrams, needed improvements, and policies, which will focus on improving access and connectivity in and between neighborhoods, serving all modes through Complete Streets, enabling safe and efficient goods movement, and reconsideration of LOS standards. D&B will review the F&P draft and provide comments, edit the updated draft as necessary for style and consistency, and layout the document in format consistent with the other elements; F&P will provide the final artwork for maps, and graphics in template consistent with that provided by D&B.

*Conservation and Sustainability (AECOM).* Using the City's current Environmental Resources Element as a base, policies will be crafted to reduce or avoid adverse environmental impacts on open space and natural resources. We will update setting information to address changed conditions regarding habitat, air quality, climate change ([mitigation and adaptation](#)), agricultural land preservation, and water resources. The Conservation and Sustainability Element will define components of sustainability that are important to the community, explain the relationship of this Element to other General Plan Elements and to the Climate Action Plan (Task [87](#)), and include policies, programs, and objectives for achieving communitywide sustainability based on that definition. Policies relevant to sustainability goals that are located in other elements throughout the Plan will be highlighted.

*Health and Safety (D&B).* Information will be updated to ensure internal General Plan consistency. New maps such as existing and future noise contours and flood hazard areas will be prepared. This element will meet the State requirements for the Noise and Safety elements. [It will also include health and safety policies as they pertain to flood risks, and the City's preferred flood mitigation strategy.](#)

*Public Facilities (D&B).* The element will be updated to reflect needed infrastructure improvements to support new growth, revised service standards for public safety and other city services, and new stormwater regulations. [Phasing strategy will be outlined.](#)

*Recreational, Educational, and Community Services (D&B).* The element will be updated to reflect new facilities, services, and policies needed to support new growth anticipated under the Plan.

*Historic Preservation (D&B).* Policies in the element will be largely be carried forward, but reviewed and updated as needed to maintain consistency with the new Land Use and Community Design Element and other components of the General Plan that may relate to historic preservation.

*Implementation (D&B).* Implementation measures corresponding to General Plan policies (or groups of policies) with roles and responsibilities, implementation timeline or schedule, and possible funding strategies will be identified.

Relevant appendices to the current General Plan will also be updated as needed.

**E. GPSC Meetings #6-5 and #7-6 (D&B; Team).** Some policy issues must necessarily be considered and resolved during the preparation of the General Plan. The GPSC will convene to deliberate on these, which may require at least two meetings.

**D.F. Planning Commission and/or City Council Study Sessions (Optional) (D&B).** If desired, the City Council and/or Planning Commission may convene study sessions to review new and revised policies as the draft General Plan is being prepared.

**E.G. Legal Review Checklist (D&B).** Following preparation of the Administrative Draft General Plan, D&B will provide to City staff a matrix of General Plan legal standards (State law and case law) by element, showing where legal requirements are addressed. If deficiencies are identified, these will be ameliorated. The Plan will also be evaluated to ensure internal (within each element) and external (between elements) consistency of its elements. It is anticipated that the General Plan will be legally adequate and reflective of current industry practice.

**F.H. Public Review Draft General Plan (D&B).** Following city comments, D&B will revise the Administrative Draft Plan and produce the Public Review Draft.

Meetings	Products
GPSC #6-5 and #7-6 <a href="#">CC/PC Study Sessions on Draft Policies (optional)</a>	General Plan Outline Existing Policy Matrix Administrative Draft General Plan Public Review Draft General Plan Legal Review Checklist

**TASK 76: HOUSING ELEMENT**

**A. Administrative Draft Housing Element (AECOM).** An Administrative Draft Housing Element will be prepared for staff review. This will include all State requirements; focus areas for Woodland include:

*Housing Needs Assessment.* AECOM will review the existing Housing Element and identify information that requires updating with readily available information. We will identify current demographic trends, housing characteristics, and the presence of special needs groups. This information will be used to identify and determine the extent of housing need.

*Constraints and Resources.* We will update the detailed constraints analysis included in the City’s existing Housing Element, as necessary, based on changes since 2009. Based on our familiarity with the City, we will identify any constraints to housing development related to infrastructure availability and environmental conditions.

*Sites Inventory (with D&B).* Given the low level of new housing construction since 2008, we assume that the prior period’s vacant land inventory, in combination with entitled, unbuilt land and land suitable for redevelopment, will accommodate the future planning period’s allocation, with the possible exception of sites zoned to meet the new “default” density of 30 dwelling units per acre.

*Housing Plan.* AECOM will evaluate the existing Housing Element to determine the need to modify existing programs, introduce new programs, and eliminate obsolete programs. Because of the recent state law changes affecting redevelopment, we will need to adjust programs which currently depend on redevelopment funding, either removing these programs or exploring alternative funding sources. We will describe the role of energy conservation in reducing long-term housing costs and relate to the proposed Climate Action Plan, if available in time.

- B. **Housing Forum (AECOM).** State housing law requires that communities specifically reach out to groups most affected by housing supply and cost, such as the disabled, elderly, large households, and homeless. We would participate in a housing forum of stakeholders, including affordable and market-rate developers and social service providers.
- C. **Prepare and Present Preliminary Draft Housing Element, Planning Commission Meeting #4, City Council Meeting #4 (AECOM).** After responding to City staff comments, the public review draft will be presented for review by the Planning Commission and City Council before it is modified (as needed) and sent to HCD. The Planning Commission and City Council meetings should be held close succession or concurrently, to ensure meeting the State deadlines.
- D. **Send Housing Element to HCD, Respond to Comments (AECOM).** Incorporate changes based on decision-maker direction so the Draft Housing Element can be submitted to HCD for review. AECOM will coordinate with HCD to gain certification, recognizing that it may take two rounds of review to obtain certification. AECOM will revise the Housing Element to respond to HCD comments and prepare a final draft for adopted hearings.
- E. **Adoption Hearings and Adopted Housing Element (AECOM, D&B).** A hearing draft Housing Element will be prepared and presented to the City Council (one hearing assumed) for adoption following HCD certification. The element will then be revised as necessary following adoption.
- F. **Updated Housing Sites Inventory and Element Consistency Review (AECOM, D&B).** Task 7-6 is likely to be completed well before Task 6-5, given the State’s Housing Element deadlines. If as a result of the updated Land Use Element in Task 6-5 additional housing sites become available, housing sites inventory in the Housing Element will also be updated as part of Task 6-F, unless such modification will trigger a new HCD Housing Element review (we will confirm with HCD staff). At this time, the Housing Element will also be reviewed for consistency with the rest of the completed General Plan, and any issues identified with staff.

Meetings	Products
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Planning Commission #4 City Council #4 (prior to HCD review) and #5 (adoption hearing) Housing Forum	Administrative Draft Housing Element (HE) Public Review Draft HE HCD Draft HE Hearing Draft HE Adopted HE Updated Sites Inventory (if required)
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**TASK 87: CLIMATE ACTION PLAN**

A. **Administrative Draft CAP (AECOM).** An Administrative Draft CAP will be prepared for staff review. We will use the work prepared by the UC Davis Sustainable Design Academy as foundation for the technical components of the CAP and the community and stakeholder outreach completed to date to identify the most appropriate measures for GHG reductions and we will assume that the Academy’s work, including greenhouse gas (GHG) inventory, will need little or no revision for use in the CAP. Much of the CAP material will already have been prepared and will be provided by the City, and for these sections, AECOM will assist in enhancing the presentation with graphics and formatting as needed. The CAP will be organized as follows:

*Climate Change and the City of Woodland.* Outline the City’s rationale and motivation for addressing climate change and developing and implementing the CAP. Provide a brief overview of the science behind climate change, describe the potential impacts climate change may create in Woodland, and outline state policies to reduce emissions. The City will provide the text for this section.

*Baseline Emissions Inventory and Forecast.* Present a summary of the baseline municipal and communitywide emissions inventories and projections of 2020 and 2035 GHG emissions, and describe the reductions necessary to achieve the designated reduction targets. The City will provide the text for the baseline and 2020 emissions inventories. Using the UCD Design Academy’s methods, AECOM will project 2035 GHG emissions, summarize the results in this section, and provide the backup calculations in an appendix.

*Emissions Reduction Measures.* Describe the measures necessary to reduce emissions in City government and the community and achieve reduction targets. Document GHG reduction potential, include implementation actions and timelines, describe costs and financing mechanisms, and assign responsibility. The City will provide descriptions of the measures to achieve 2020 targets, and AECOM will work with the City to describe measures to meet 2035 targets. As part of this scope of work, the previously developed 2020 measures may need to be adjusted to coordinate with General Plan policies and meet requirements for adequacy under CEQA.

*Benchmarks and Next Steps.* Identify benchmarks, monitoring procedures, and other steps needed to achieve reduction goals and implement adaptation strategies. Present a recommended method for monitoring emissions and verifying results of the CAP through inventory updates, implementation actions and associated performance metrics. Address how the CAP meets standards for a plan for the reduction of GHG emissions pursuant to CEQA

Guidelines Section 15183.5, as well as how the CAP enables future projects to take advantage of CEQA streamlining benefits.

**B. GPSC Meeting #7 (or Sustainability Committee meeting) (AECOM).** AECOM will review the Administrative Draft CAP with the GPSC or the Sustainability Committee prior to releasing the public review draft.

**B.C. Public Review Draft CAP (AECOM).** After responding to City staff and GPSC/Sustainability Committee comments, the public review Draft CAP will be prepared.

**C.D. Planning Commission/Public Meeting #5 (AECOM).** The Planning Commission and members of the public will have the opportunity to review and comment on the Draft CAP at a working session. The Draft will be revised as necessary following public input.

Meetings	Products
Planning Commission #5/CAP working session	Administrative Draft CAP Public Review Draft CAP

**TASK 98: DRAFT & FINAL EIR**

A. **Notice of Preparation and Scoping Meeting (D&B).** D&B will prepare a Notice of Preparation (NOP) for the Draft EIR and hold a scoping meeting. To be efficient, we recommend holding this meeting immediately preceding a GPSC or Planning Commission meeting scoped above.

B. **Thresholds/ Significance Criteria (AECOM; Team).** Review existing City criteria, and revise/recommend new criteria/thresholds as appropriate. CEQA Appendix G, the City’s current General Plan Appendix D, and recent EIRs completed for projects in Woodland will be considered in formulating the thresholds. These will be documented in a memorandum.

C. **Environmental Setting (AECOM).** The Opportunities and Challenges Report prepared in Task 3 will serve as the starting point for the environmental setting in the Draft EIR. Additional data will be gathered from available sources as needed.

D. **Impact Analysis (AECOM).** The impact analysis will assess how policies and Plan buildout will affect the environment, identify significant impacts, and recommend measures to mitigate those impacts. The impact analysis will be comprehensive in scope, covering all CEQA requirements. Significance criteria will be identified for each impact topic, based upon thresholds of significance established in Task 9B8B.

E. **Prepare Administrative Draft Program EIR (AECOM, team).** The Administrative Draft Program EIR will include all relevant CEQA-required sections. Specific topic areas to be addressed in the EIR will include Land Use, Parks and Open Space, Public Facilities and Utilities, Safety and Hazardous Materials, Aesthetics, and Agriculture (D&B); Transportation (Fehr & Peers); Biological Resources, Air Quality, GHG/Climate Change, Noise, Seismic and Geologic Hazards, Hydrology/Flooding and Water Quality, Cultural Resources, and Mineral Resources (AECOM).

The Administrative Draft will also include an executive summary, project description, analysis of up to three Alternatives, including the No Project Alternative, CEQA-required conclusions (cumulative impacts, significant and irreversible impacts, etc.), and all technical

appendices.

- F. **Draft EIR (AECOM).** Following staff review of the screencheck Draft EIR, prepare Public Review Draft EIR.
- G. **Final EIR (Team).** Following the 45-day public review period, we will prepare responses to comments, which together with the Comments (and the Draft EIR, incorporated by reference) will constitute the Final EIR. An administrative draft Final EIR will be prepared for staff review. We will review staff comments on the administrative draft and prepare a screencheck draft for staff review. Following staff okay of the screencheck we will prepare the Public Review Final EIR.

Meetings	Products
Scoping Meeting	Notice of Preparation Significance Thresholds Memorandum Administrative Draft EIR Public Review Draft EIR Administrative draft FEIR Final EIR Response to Comments

**TASK +09: HEARINGS & ADOPTED GENERAL PLAN**

- A. **Workshop #5/Open House (D&B).** We will present salient features of the General Plan and Housing Element to the community in an open house format directly preceding the first hearing. After a presentation, members will be invited to ask questions and offer comments. We will also present information about the Draft EIR, the public comment period, and the adoption process.
- B. **Public Hearings (D&B).** We will participate and be present as needed at four meetings total of the Planning Commission and the City Council.
- C. **Adopted General Plan (D&B).** Following adoption by the City Council, we will revise the Draft Plan, to incorporate specific text and diagram changes made by the City Council as part of adoption. After a final screen check review by City staff, a final production version of the Adopted Plan will be provided to the City for distribution.

**TASK 10: COORDINATION AND MANAGEMENT**

- A. **Staff Coordination Meetings (D&B).** Because of greater level of land use changes/development strategy than had been previously anticipated, additional meetings and coordination with City staff is needed. This scope provides for six additional in-person meetings (in Woodland) as well as phone meetings.
- B. **Team Coordination (D&B).** Working with City staff and Project Manager, D&B will directly coordinate the efforts of the Fehr and Peers and infrastructure consultants, including strategizing on performance metrics, coordinating data (such as land use information by traffic analysis zones), and evaluation results, for development strategy, General Plan, and the EIR. Additionally, D&B will prepare an overall project flow diagram, and prepare and maintain a detailed project schedule in Microsoft Project or similar software, showing work efforts, review

[times, products, and meetings.](#)

Meetings	Products
Workshop/Open House #5 Planning Commission Hearings (2) City Council Hearings (2)	Adopted General Plan

## Scope of Work Assumptions

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The Scope of Work is based on the following assumptions:

- **GIS Data.** The City will provide base GIS data, including but not limited to: parcels/Assessor's data; existing General Plan and zoning designations; roads and other transportation infrastructure; utility infrastructure (water, wastewater, stormwater); public facilities; and existing land use, if available.
- **Transportation Data and Analysis.** Dyett & Bhatia understands that the City has retained Fehr & Peers to provide transportation consulting services under a separate contract. D&B assumes that Fehr & Peers will provide complete sections of reports and General Plan, including needed transportation data, maps, and analysis for the following components of the scope of work:
  - Existing Conditions/Background Research (current traffic counts, segment level of service, current conditions for all modes: pedestrians, bicycles, goods movement, rail, air, etc.)
  - Quantitative Alternatives Analysis for General Plan, using the modified SACMET model to generate daily and p.m. peak hour traffic volume forecasts. For this and for all modeling analysis, D&B will provide land use data to F&P by TAZ, either in GIS shapefile or spreadsheet format. These forecasts will be used to generate the following performance measures for each alternative:
    - Total Daily Vehicle miles of travel (VMT)
    - Total Daily Vehicle hours of travel (VHT)
    - Total Daily Vehicle hours of delay (VHD) or Lane miles of congested facilities
    - PM Peak Hour LOS for up to five intersections

The VMT forecasts will be based on the origin-destination method such that all trips entering and leaving TAZs in Woodland are tracked. The VMT will be disaggregated by speed bin for use in GHG forecasting. The alternatives analysis results will be summarized in a technical memorandum.
  - General Plan (finalized traffic modeling of preferred land use plan, list of improvements, circulation element policy review, multimodal/complete streets recommendations)

- Draft EIR (complete EIR transportation section, transportation analysis of alternatives, and provision of VMT and other needed data to environmental consultant for completion of Air Quality, Noise, and Greenhouse Gas sections of the document. The EIR will quantitatively analyze the following:
  - Existing Conditions
  - No Project (existing General Plan)
  - Preferred Plan (Proposed Project)
  - Preferred Plan with Existing General Plan LOS Threshold
- Final EIR (response to comments on transportation section)
- **Fiscal Impact Analysis.** The budget for the fiscal impact modeling portions of the work scope is based on the assumption that the City will separately commission BAE to conduct fiscal analysis work in conjunction with establishing an updated City of Woodland/Yolo County master revenue sharing agreement. It is assumed that, as part of the master revenue sharing agreement work, BAE will conduct analysis of the City's General Fund cost and revenue structure that will contribute to the development of the fiscal impact model for General Plan Alternatives.
- **Climate Action Plan Peer Review.** AECOM will peer-review up to 100 measures contained in the 30 bundles in the UC Davis Climate Action Plan Technical Report. The measures to be reviewed shall be selected in consultation with City staff. The review will be conducted at a point in the process where some certainty has been established regarding which measures are most likely to be included in the City's CAP, in order to maximize efficiency and effectiveness of the peer review.
- **Infrastructure Data and Analysis.** The City will provide existing conditions data and mapping pertaining to public infrastructure and utilities (water, sewer/wastewater, storm drainage), as well as provide capacity estimations and determine system improvements needed to support the preferred land use plan.
- **Housing Element.** We assume City staff will provide the information needed to evaluate accomplishments in the current Housing Element and it is not necessary for us to independently verify this information. (We will provide the City with a tool and instructions on gathering information needed to document progress toward achieving quantified objectives in the Housing Element and information that will support our analysis and evaluation of programs that should be maintained, revised, or eliminated.) We will rely on the Housing Needs Assessment database prepared by SACOG for those sections of the Housing Element addressed by that database and assume this will be acceptable to HCD. Information required for any changes to the Housing Element land inventory will be provided as part of the technical background work on the Land Use Element. The City will provide updated information on housing conditions that meets HCD's guidelines. We will strive to achieve HCD certification on the first review, but recognize and assume two rounds of review will be needed. We assume that revisions to existing housing programs and

introduction of any new program will primarily address changes in state law and local conditions since adoption of the current Housing Element.

- **Air Quality and Climate Change (including odors).** Construction emissions will be estimated based on general assumptions regarding the amount of land to be disturbed/graded, types of equipment to be used, and the number of construction employees. Long-term (operational) regional air pollutant emissions, including stationary and mobile source emissions, will be assessed based on data from the traffic analysis prepared by Fehr & Peers. We do not anticipate the need for dispersion analysis or health risk assessments.
- **Hydrologic Modeling.** This scope of services does not include hydrological modeling related to climate change or modeling of future climate conditions.
- **Screencheck Public Review Draft EIR.** The City will provide one consolidated set of written comments and the Administrative Draft EIR (ADEIR) and, if necessary, on the Screencheck Public Review Draft EIR.
- **Responses to Comments/FEIR.** Since it is not possible to predict in advance the level of effort required to respond to comments that have not been written, based on our experience, this proposal provides for up to 60 hours of technical staff time for AECOM's contribution to the FEIR and up to 30 hours of technical staff time for D&B's contribution to the FEIR.
- **EIR Filing, Circulation and Notice.** The City will be responsible for submitting all environmental documentation (NOP, NOC, Draft EIR, etc.) to the State Clearinghouse and appropriate agencies, and ensuring that the documents are circulated as required. The City will also be responsible for all EIR filing fees. If requested, D&B can provide these services on a time and materials basis.
- **Meeting Notification.** The City shall be responsible for noticing for all public workshops, meetings, and hearings.
- **Coordination with Stakeholders and Decision-Makers.** The City will be liaison between the project and the Planning Commission, City Council and other decision-makers. The City will also be responsible for selecting and assembling the General Plan Steering Committee and other stakeholder meetings. D&B will be responsible for preparing agenda for Steering Committee meetings.
- **Survey/Newsletter Mailing and Return Postage.** D&B shall be responsible for the cost of community survey and/or newsletter printing, mailing and return postage. The City shall provide a mailing list and return postage permit. If the City were to do the printing and mailing, D&B costs can be reduced by \$8,500.
- **Interpretation at Community Workshops.** If Spanish interpretation or translation is required at community workshops, the City shall be responsible for providing

interpretation hardware (e.g. headsets for simultaneous translation) and staff trained in interpretation and translation as needed. D&B may also provide one additional Spanish-speaking planner if required. PowerPoint presentations will not be translated on-screen; rather, simultaneous interpretation of the presentation should be provided by City staff.

- **Printing and Electronic Documents.** We will provide printed and electronic (CD) copies in the amount and format specified by the City for all interim and final documents, listed below. See budget proposal for details.
  - Administrative Draft General Plan (GP): 20 hard copies, 10 CDs
  - Public Review Draft GP: 30 hard copies, 30 CDs
  - Hearing Draft GP: 30 hard copies, 30 CDs
  - Final GP: 50 hard copies, 50 CDs
  - Administrative Draft EIR: 20 hard copies, 10 CDs
  - Public Review Draft EIR: 30 hard copies, 30 CDs
  - Final EIR (Response to Comments): 50 hard copies, 50 CDs